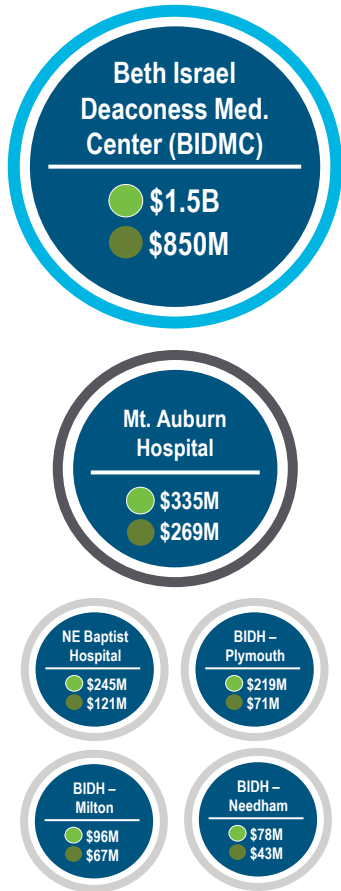


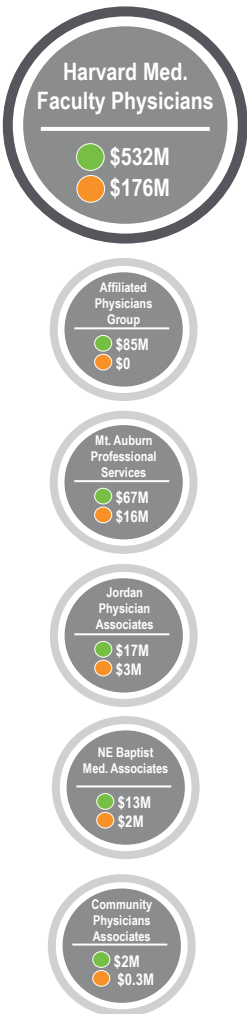
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

Not applicable



OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$221M)  \$0

At a Glance

CareGroup, Inc. is a corporate entity that controls several regional teaching and community hospitals and physician groups.

6 
Acute Hospitals

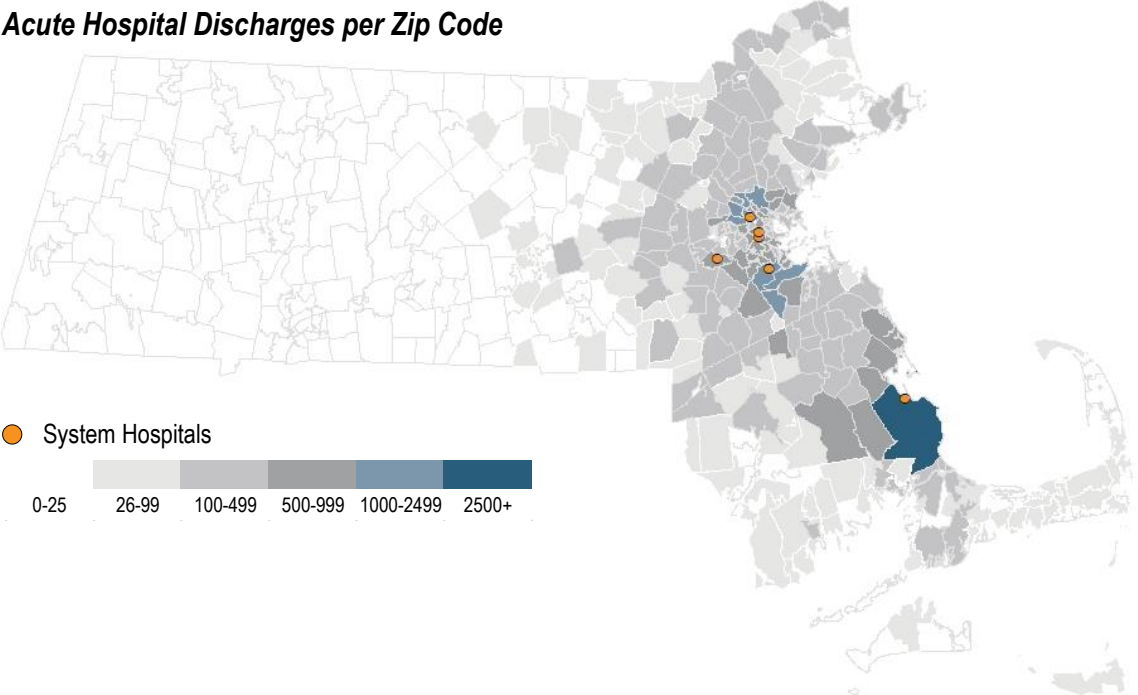
14K
Employees
(Approximately)

\$20M
Total Profit/Loss

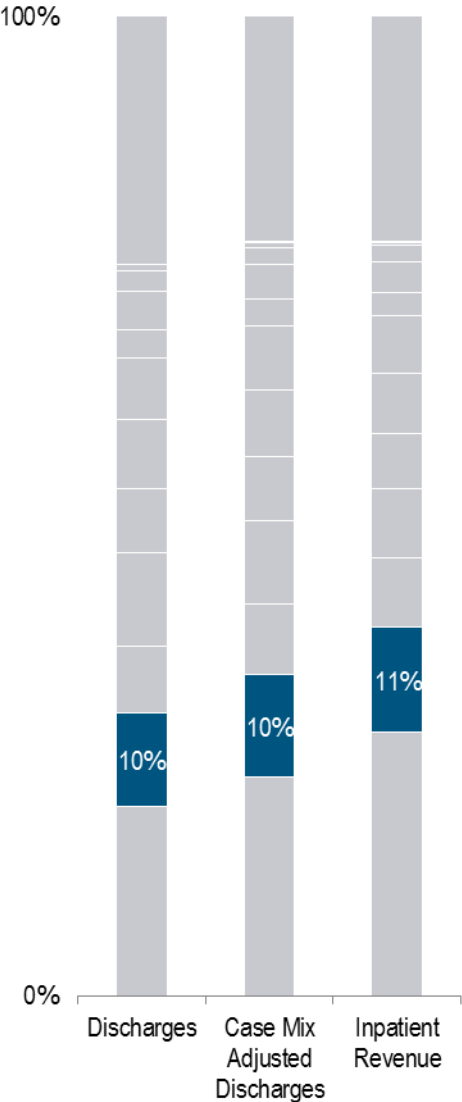
0.7%
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Beth Israel Deaconess Hospital - Milton	\$1.1	1.2%
AH	Beth Israel Deaconess Hospital - Needham	\$3.7	4.7%
AH	Beth Israel Deaconess Hospital - Plymouth	\$6.6	3.0%
AH	Beth Israel Deaconess Medical Center	\$29.7	2.0%
AH	Mt. Auburn Hospital	\$24.7	7.4%
AH	NE Baptist Hospital	\$5.9	2.4%
PO	Affiliated Physicians Group	(\$20.0)	-23.6%
PO	Community Physicians Associates	(\$1.2)	-75.1%
PO	Harvard Medical Faculty Physicians	(\$2.2)	-0.4%
PO	Jordan Physician Associates	(\$6.2)	-35.7%
PO	Mt. Auburn Professional Services	(\$17.6)	-26.3%
PO	NE Baptist Medical Associates	(\$3.1)	-24.4%

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



PO Physician Organization Alternative Payment Adoption

